

# The Janus Performance Management System

The **Janus Performance Management System** is organized into three major and integrated volumes:

## Volume I: Managing Performance

Volume I of the **Janus Performance Management System** is organized into seven integrated modules, beginning with a navigational guide to the process. The modules explain how users can tailor the system to individual needs by developing specific competencies most relevant to a particular job role, and illustrate how to use the assessment questionnaire, tools, discussion guidelines, and competency information booklets that are important components of the Janus System. An appendix at the end of Volume I contains preparation and planning tools for the performance discussions.

The seven modules in Volume I are:

- Module 1:** Introduction to the Janus Performance Management System
- Module 2:** Taking the Performance Initiative
- Module 3:** Setting Performance Objectives
- Module 4:** Giving and Receiving Performance Feedback
- Module 5:** Coaching for Performance Excellence
- Module 6:** Conducting a Performance Update Discussion
- Module 7:** Handling Unacceptable Performance

## Volume II: Planning for Long-Term Performance Improvement

Performance management systems focus on two major goals:

1. To help individuals achieve their specific objectives in order to be successful in their organizational role.
2. To help individuals develop their skills and abilities at a professional and/or personal level. This goal involves long-term as well as short-term development—perhaps even over an individual's entire career with the organization.

Janus is a comprehensive step-by-step planning design system that can help you effectively manage this longer-term process. It includes a suite of reproducible goal-setting and appraisal forms and other tools for action planning, so that all your written documents will be comprehensive, written in plain and consistent language, and easy to use.

The three modules in Volume II are:

- Module 8:** Conducting an End-of-Cycle Performance Appraisal
- Module 9:** Career Planning and Professional Development
- Module 10:** Performance Action Planning

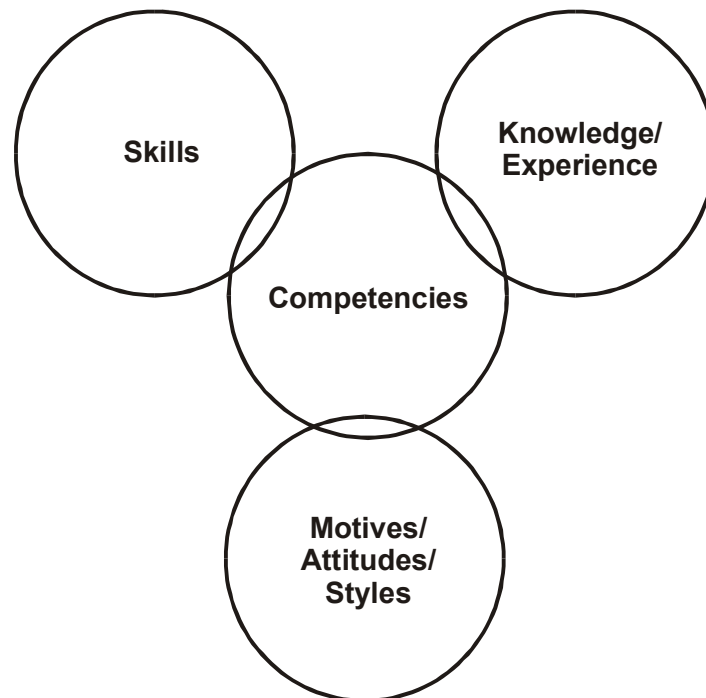
### **Volume III: The Janus Competency System**

The entire Janus Performance Management System is based on a core set of thirty-six competencies that apply to success in every job role. Managers and individuals using the system review all thirty-six competencies and select as many as ten that are most critical to a particular job role. The chosen set of competencies will constitute a personalized performance management system, complete with questionnaire, on which to base the management process. Volume III also contains a guide to the Janus competency system and 216 coaching tips (six per competency). There is only one module:

#### **Module 11: Performance Competencies**

#### **THE IMPORTANCE OF USING A COMPETENCY-BASED SYSTEM**

Volume 3 is a critical part of this Janus System. Competencies usually include only those behaviors that demonstrate effective or superior performance. They do not include specific knowledge, but rather “learned” or practical experience or the behavioral *application of knowledge* that produces a successful result. Competencies refer to the *application of skills* that produces a successful result. The diagram below illustrates what we mean.



The model is important because it provides a guide to the range of behaviors that produce excellent performance.

- An organization can use it to “raise the bar” of performance expectations.
- Individuals and teams can align their behavior with key organizational strategies.
- Each individual can use it to understand what they need to do to achieve their goals and help achieve the goals of the organization as a whole.